American Library Association

Restatement of the A. L. A. Plan

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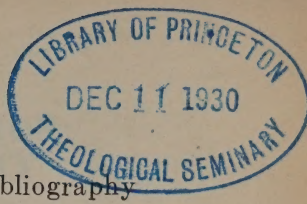

American Library Association Committee On Bibliography

A RESTATEMENT OF THE A. L. A. PLAN FOR THE PROMOTION OF RESEARCH LIBRARY SERVICE BY COOPERATIVE METHODS.

Made for the Executive Board of the A.L.A. at the request of the Secretary, by the Chairman, November 3, 1930.

Washington, D. C.
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COMMITTEE

Andrew Keogh
Mary G. Lacy
G. R. Lomer
Charles F. McCombs
William Walker Rockwell
Charles Wesley Smith
Ernest C. Richardson, *Chairman*

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AMERICAN LIBRARY ASSOCIATION
COMMITTEE ON BIBLIOGRAPHY

A RESTATEMENT OF THE A. L. A. PLAN FOR THE PROMOTION OF RESEARCH LIBRARY SERVICE BY COOPERATIVE METHODS: made for the Executive board of the A. L. A. at the request of the Secretary, by the Chairman, November 3, 1930.

The group of projects, which has been called the A.L.A. plan, is a compact related group of concrete projects for the improvement of library research service, studied and experimented on, with at least some sample results and introduced by the A.L.A. committee on bibliography at the Atlantic City meeting of the Council, March 7, 1926. It was discussed and approved by the Council at that time and solicitation by the Executive Board of funds for its realization authorized by formal resolution.

The resolutions call for, "Union Card finding lists of books, manuscripts and special collections available in libraries throughout the world, and for related services." These finding lists and related services are the sum of the A.L.A. committee studies as to what will produce the maximum increase of efficiency and the maximum elimination of waste per dollar in research library service."

The text of the resolutions is as follows:

Voted, That the Council approve a request by the Executive Board, as circumstances permit, for funds to supplement and reinforce the present Library of Congress resources, to be expended (through the Treasurer of the American Library Association) at the discretion of the Library of Congress in continuing and extending union card lists of books, manuscripts and special collections available in libraries throughout the world, and for related services.

Voted, That the Council approve a request by the Executive Board, as circumstances permit, for funds to organize such aspects of the problem of research books as cannot be handled by the Library of Congress; these funds to be expended under the direction of the Executive Board of the American Library Association and through its Treasurer.

The substance of the resolutions was also introduced to the attention of four other conferences, before and after the Council action, was con-

sidered by them and approved by formal vote. These associations were, The American Bibliographical Society and The American Historical Association (Dec., 1925), The American Library Institute (March, 1926) and the Wood's Hole Conference, August, 1926.

The immediate motive of this procedure in getting the approval of organized bodies was a hint that the endowments were naturally governed largely by the general judgment of professional experts in the field of a project as to its usefulness, and in particular that it was the preference and likely to become a policy of the endowments to rely directly on the official judgment of the A.L.A. for library projects and not to have such matters introduced by individuals or by committees. This procedure corresponded to the constitutional practise and the habits of the A.L.A. and was therefore to be followed in any event. It has the effect of making the plan an official plan of the association. Its introduction to other associations was the normal method of getting expert group judgment by professional experts, as desired by the endowments, and of barring competitive and duplicatory projects.

The resolutions, together with a somewhat fuller statement of the project as then matured, were printed in August, 1926, in a pamphlet entitled, "The problem of American research books and the effort for its solution by library cooperation." This pamphlet is reprinted in the volume called, "General Library Cooperation and American Research Books," pp.. 59-61.

The statement as printed, but considerably condensed, is as follows:

A. A five-year program.

B. A special staff operating at the Library of Congress, under the direction of the American Library Association Committee on Bibliography, to systematize the cooperation...(in) the following matters:
   (1) The Union Catalog. Its rapid and very extensive increase,...
   (2) A Card index record of special collections...
   (3) Index of Desiderata. Wholesale extension of this by wholesale methods of compiling extensive lists of the books most needed or first needed...
   (4) Purchase information service for libraries...
   (5) Bibliographical information service for readers...

C. An association of research libraries under the auspices of the Executive Board of the American Library Association for the cooperative purchase of books...

The Union lists have been separated into six distinct projects:

(1) Printed books in American locations,
(2) Printed books in foreign locations,
(3) Manuscripts in American locations,
(4) Manuscripts in foreign locations,
(5) Special collections in American locations,
(6) Special collections in foreign libraries.

During the past three years the plan, or parts of the plan, have been repeatedly restated in print, and in more detail, in various reports and papers. The latest of these was in a paper on the Union Catalog presented at the International Congress of Librarians and Bibliographers, Rome, June 14-20, 1929, printed in "General Library Cooperation," pp. 119-128. It was also restated as to the Union Catalog of printed books and the list of special collections, for an international meeting of librarians under the auspices of the League of Nations at Paris, 1928, and in various reports of the Librarian of Congress. These are all reprinted in "General Library Cooperation," pp. 97-128.

When the A.L.A. resolutions were presented for approval at a meeting of the American Library Institute at Atlantic City, Mar. 11, 1927, they were accompanied by a sketch of the financial program, and printed in a paper called, "The Need of American Research Books". This was widely circulated and is reprinted in the volume on, "General Library Cooperation," pp. 67-80. (Financial program, pp. 74-5).

The financial program as here presented was: (a) an immediate effort to develop operations as fast as means can be found up to $100,000 per year for five years, for the most matured elements as indicated, (b) Special financial support for related special projects, such as a "very profitable experiment in the field of religion" and (c) any additional means up to $400,000 per year for five years for "quickening pace, extending Union lists to the location of six copies in six localities, printing cumulative short title finding lists, organizing cooperative printed card cataloging, organizing purchase methods.

Thanks to the generosity of Mr. Rockefeller and the initiative of the Librarian of Congress, one half this initial sum suggested in the financial program was furnished at an early date. This was enough to provide moderately for the two primary units - The Union lists of collections and of unusual printed books in American libraries, and to allow of some concrete progress in the way of useful material and demonstration experiment on many of the secondary projects. Operations are organized as

Project "B" of the Library of Congress, under the direction of Mr. Ernest Kletsch, Curator of Union Catalogs.

After three years of operation the Union list of special collections, with 7,500 locations of as many collections, and the Union list of unusual printed books, (Union Catalog of the Library of Congress), with 6,600,000 locations of 5,000,000 works have, with two years still to run, already reached a position where they can not only serve usefully their main purpose, but can begin to be used as basis for farther projects.

The Librarian of Congress has recently expressed the feeling that the success of the Union finding list of unusual books is now assured. This is true at least up to the minimum 6,000,000, titles publicly hoped for, in the beginning, and with good cooperative aid it may even reach to the still larger private hopes of the Committee.

The Association is therefore now in position to develop actively other elements of the plan, as fast as means can be provided in any or all of the three classes of the original financial plan.

Considering which of the partly developed elements of the plan are most useful in themselves and most mature for next promoting, the bibliographical committee has singled out for earliest attention two:

(1) The demonstration experiment in the field of religion, mentioned in the second category of the financial plan (p. 75 of the vol.) and described in fuller outline in the preface of "General Library Cooperation" which was prepared for the use of this Committee in this matter.

(2) "The Union card list of...manuscripts available in libraries throughout the world," which was the second of the main subprojects of the original resolutions of the Council.

Before restating these two projects in detail it will be useful to review very briefly the whole series of subprojects involved in the plan, as far as they are mentioned in the various published statements, or have already some degree of concrete existence in the operations of Project "B." These do not exhaust the list, but they include the major projects now mature for action.

Outline of restated projects.

All of the following projects have some concrete material and plans gathered in Project "B" ready for development when means are forthcoming.

1. A Union finding list of printed books in American locations.
2. A Union finding list of special collections in American libraries.
3. A Union finding list of printed books in foreign locations.
4. A Union finding list of special collections in foreign libraries.
5. The cooperative purchase of books not now in known locations in America.
6. The cooperative selection of books; a project to add to the Union finding list, the most used books first.
7. Cooperative cataloging with published cards; a project to add to published cards by cataloging the most used books first.
8. A Union bibliographical catalog.
9. A Union subject catalog.
10. A Union finding list of manuscripts in American libraries.
11. A Union finding list of manuscripts in foreign libraries.
12. A demonstration experiment in general cooperation in the field of religion, beginning with cooperative card cataloging, cooperative selection and cooperative purchase.

1. THE UNION FINDING LIST OF PRINTED BOOKS IN AMERICAN LOCATIONS.

This is the main objective of the A.L.A. plan, and the necessary basis of at least five other projects (5, 7, 8, 9, 12) in research library service involved in the plan. Together with the like project for manuscripts it aims to meet the main library service lack of the research student—a way of finding the books that he needs to use without the inordinate waste of time now required in the case of unusual books.

The number of works existing in America which might be quickly located by inexpensive methods of cooperation, copying and pasting, was estimated at least 6,000,000. At the end of three out of five years 6,600,000 copies of perhaps 5,000,000 titles can be located.

This seems to ensure success at least to the six million point which was the minimum goal and if the cooperative interest of the libraries proves as great as is now reasonably hoped for, it may reach the maximum 8,000,000 titles. It would now seem that there may be this number in America. The increase of use during compilation indicates that the value of this tool for its main direct use in finding service will surpass the best expectation.

It is beginning to be valuable also for its secondary uses in cooperative purchase, card publishing, etc.

Full details of various aspects of this project are given in the collected papers referred to above, and in various other printed sources.

In the remote background of this project there is of course a project for a short title printed union list of titles in all the major union finding lists at home and abroad. This would include perhaps 25,000,000 locations of 12,000,000 books and would cost half a million dollars for compiling a million and a half for printing. Equally of course such a project will not be mature until every effort has been made to include all titles not yet located.

2. A UNION FINDING LIST OF SPECIAL COLLECTIONS IN AMERICAN LIBRARIES.

The direct library service use of this tool is the saving to research workers of travel expense and correspondence by showing at what spot the largest number of titles on a subject can be consulted together.

The main reason for its early promotion in this project is, however, its use in compiling the Union Finding list of printed books. The special collections yield the largest percentage of unusual books. A most useful method of compiling locations is therefore to gather the list of special collections and transfer two or three of the best of each to the card index.

For both these purposes a very simple method is enough. All that is needed is the number of items on a subject at a given date and the number of books in the library. It is easy to judge roughly from the relationship of these figures the probable usefulness of a collection to the finding index or to the student. Great care has been taken to avoid being betrayed into either an expensive survey of library resources from the point of view of critical library history and description or from the bookselling point of view. There are several other lists or projects, from these and other points of view: the standard Johnston-Mudge, the A.L.A. Index, the Index

Generalis, many local library club guides to locality resources which indicate in what subjects a library is "strong," the project for a critical survey of resources by specialists in the various branches of learning under the auspices of the respective learned societies.

This project differs from the others in its specific statistical objective but chiefly in starting from the card index and information method like most of the other projects of this plan and permitting cumulation.

The 7,500 locations of collections now in hand are themselves a cumulation of all the various lists previously published, submitted to the libraries for revision and enlargement. The brief card index to these is supported by the correspondence with the libraries and files of printed literature, clippings, pamphlets and volumes. It is being carried on parallel with the Union finding list and will, as a project, be brought to a period with this list when the project is wound up two years from now.

Like the Union Catalog, however, it is simply the increase of an already existing bibliographical tool in the Library of Congress and will cumulate automatically and perpetually, forming a body of material out of which printed indexes can be compiled for publication from time to time, or aid given to the compilation of library or booksellers guides.

3. A UNION FINDING LIST OF PRINTED BOOKS IN FOREIGN LOCATIONS.

This project is included in the original resolution and is being very strongly urged in some quarters for early operation.

The Library of Congress Union catalogs already include a special card list of foreign locations numbering some 250,000 locations, and Project "B" is obliged to resist constant pressure to include more.

There is no doubt that such a list carried through would be of very great usefulness to American students studying in foreign libraries. Hundreds of such students are all the time preparing their lists of books needed, winnowing them here in this country as far as possible and seeking the rest abroad. An adequate list of foreign locations would be a highly practical tool for them. The present list is simply the automatic cumulation of groups of printed cards already in hand and therefore formed at minimum cost.

The stiff resistance of the Chairman of the Committee to the dissipation of present modest means on foreign locations is therefore not a

denial of the usefulness of a list. It is a matter of perspective. Present means are barely enough for the primary purpose and this purpose makes the average locations ten times as valuable per unit for scholars as a foreign location. The project cannot afford therefore to fritter means on foreign locations. Even if it should increase the fifty thousand dollars per year which it has now to the one hundred thousand that it first hoped for, it would not justify systematic augmentation of foreign locations until several other projects of this list have been provided for.

And even if all of these could be financed there is still grave doubt whether this committee would be justified in advising solicitation for this purpose at the Library of Congress until every means has been exhausted, including financial aid to the projects abroad, to induce European librarians to make an adequate Union card list with information service, for themselves.

This seems bound to come sooner or later, and if it does, it will probably be wiser and better to use it, or promote the printing of it and the American list together, than to undertake the expensive duplication.

Your Chairman has a lingering hope that the League Committee on Inter-national Intellectual Cooperation will reverse itself and undertake at least a European joint catalog in cooperation with the Brussels Repertory, if not a universal index.

4. A UNION FINDING LIST OF SPECIAL COLLECTIONS IN FOREIGN LIBRARIES.

Although this would be useful, it does not at present take on high importance for this group of primary projects for American scholars, except as basis for the project of a Union finding list of manuscripts. It would, however, have something of the same importance that the American list does for books in America, in case a Union list of European printed books were to be seriously attempted.

A list of manuscript collections, however, stands near the top of needs and should be the first care in a project for a finding list of manuscripts.

For the present, a rough list compiled from category I of the Index Generalis will serve working purposes. Project "B" has, however, gathered a considerable collection of titles of printed catalogs of such collections.

5. THE COOPERATIVE PURCHASE OF BOOKS NOT NOW IN KNOWN LOCATIONS IN AMERICA.

A project to add at least 1,000,000 (and perhaps 2,000,000 or more) such books in five years.

Obviously the second step in supplying the main need of the research scholar in the matter of unusual books is to get the books that we do not now have. This is what is being done by the local research libraries constantly, on a large scale, but in a desultory, duplicatory, competitive and therefore extravagant way, whereas a very simple organization would ensure filling the only essential need, of one copy in a known location, at a tithe of the cost of present methods and in a tithe of the time.

It is obvious that each book transferred from foreign to a known American location effects on the average a concrete saving of travel, time and money to American research scholars and adds to library administration efficiencies at least comparable in value to the time savings. The carrying through of the project would therefore automatically save in costs of duplicate purchases, competitive purchase, duplicate storage, duplicate cataloging etc., in the long run, many times the total cost of the books and of their getting.

On the other hand the total cost of the books themselves might be so distributed over the budgets of the research libraries which now add perhaps two million volumes a year, at a cost of six million dollars, as to be hardly noticeable.

Unquestionably, however, special funds to form special collections of lending copies in the research libraries, after the example of Harvard and the Library of Congress in their reserve duplicate loan collections, would greatly increase pace of the project, reduce cost and increase use efficiency.

The only necessary expense for the simplest method would be a rather competent operating staff, for which $50,000 a year for five years might be sufficient for a project which expected at least one million volumes of results in five years and would hopefully aim at two million or more titles in the same time.

The savings and gains of this wholesale procedure would certainly run into millions of dollars. The project is, however, not aimed so much at the savings as at the introduction of a million new titles into the union list of unusual printed books, and the corresponding economies of research time and travel expense, with corresponding increased efficiency of work done, which this would produce. The significant fact is that what can

certainly be accomplished in five years at rather nominal expense will otherwise not be accomplished by present methods of casual purchase in twenty years or perhaps fifty years and at vastly greater expense.

The minimum method of this project is simple, automatic and has been tested experimentally on considerable groups. It consists of (1) comparing book-sellers' catalogs and manuscript offers of unusual best inexpensive books with the Union Catalog, (2) sending memoranda of titles not found in the Union Catalog to cooperating libraries for purchase and (3) receiving back from the libraries when the book has been acquired, a location card for the Union Catalog.

This does not contemplate any purchasing by the project or any ordering, except perhaps, by authority of the libraries from their agents and for delivery to them direct by these agents.

If, however, there should be special means for actual purchase for the lending collections of the Library of Congress, Harvard, etc., or for geographical distribution of copies, a suitable method of purchase has been carefully studied and experimented with and the experiments described in the printed volume pages 35-38, 73-4, 79-80, 102.

Since these experiments, another experiment has been made on this method by which the Library of Congress takes all the books purchased, not duplicates, and the duplicates are absorbed by a group of cooperating libraries. Repeated experiments and development of methods for this plan have shown that wholesale purchases of this type can be made rapidly, efficiently and economically, with the cooperation of the usual book agents. The method does not contemplate in general the purchase of books costing more than two or three dollars. In this latest experiment broadly speaking six thousand volumes purchased strictly on this method at an average cost of perhaps eighty cents per volume, yielded 3,152 titles (4,859 volumes) which were not in the Library of Congress, and 1,000 duplicate volumes to be absorbed by the cooperating libraries. Another 1,000 were deliberately purchased under the certainty that they were duplicates but as being books of which from half a dozen up to half a hundred copies should be in America and as being offered at unusually low prices.

A project of this sort will have to be carried on by organized cooperation outside of the Library of Congress which is unwilling and in fact unable as a public institution to handle anything involving financial accounting. It is, however, willing to cooperate with such an organization of librarians, by receiving books on approval to a reasonable extent and taking what its lines of accession, and its funds at the time, permit, as

well as facilitate the simple main method.

The rigid adhesion to the simple first lines of the basic method will in the end secure the full objective of one copy in America of all purchaseable books. Even this would best be confined at first mainly to books not costing more than the normal average accessions price of research libraries, say three dollars and in general it would aim first for books of one or two dollars. The problem of rare and expensive books is already by way of being amply solved by the ordinary purchases of American libraries and book collectors. The real problem for the research student lies not in these books but in the books which may be had for a dollar or less under normal circumstances - in short those too inexpensive to tempt inclusion in printed catalogs and which if so included necessarily are priced at two or three times the over-the-counter price to visiting purchasers or manuscript offer customers. The value of such books for learned purposes, certainly for the occasional use of the most specialized research, runs quite as high as the ordinary three or four dollar books or even the ten and twenty dollar items, and a project which aims to supply as soon as possible the bulk of need will, with limited funds, aim at the least expensive first.

The chairman of this committee has first and last made several thousand visits to European book-sellers for the study of their stock, prices and methods and feels that the matter could be organized on a considerable scale and might be so organized as not only not to antagonize the usual library importing agents and book-sellers, but to enlist their cooperation. Almost any amount of supplementary purchase funds could be used after a year or two of a developing organization and for a few years following, all of this money doing considerably more productive work for American locations than the same amount under average conditions of purchase.

Considerable collections of material helping more or less towards the operations of such a project have been formed in Project "B" either by gift or by natural byproduct of the Union Catalog, which is itself the chief necessary foundation tool for the method.

It is not proposed to inaugurate this full project at once but to make first a substantial demonstration experiment in the field of religion. It is nevertheless true that the method is so well matured that with sufficient funds it might be operated all along the line at once.

The main hitch in the matter is the difficulty of organizing the systematic segregation of enough of the six million dollar book budget of the chief research libraries in such way as to apply freely to this method the cost of whose operations will be greatly increased if it has to fit its recom-

mendations to small specialized segregations and it is a problem whether libraries could manage even a ten percent segregation of their generally crowded book budgets. On the other hand some of the large budgets might welcome the method for an even larger fraction if it were organized so as to help them in the problems of best book lacks. The best circumstances for operating for the main objective of one copy would be a substantial book purchase fund which might purchase freely of very unusual books for location in a big special collection at the Library of Congress and any accidental duplicates at discretion in other research library collections. The benefit of such a fund to American research work in general should be several times the amount of purchase funds split up among many libraries.

6. THE COOPERATIVE SELECTION OF BOOKS.

A project to add to the stock of printed books in American libraries and of printed cards for these books, the most wanted titles first.

Experience in compiling the Union finding list has revealed a surprising number of research books of the first rank not yet to be located automatically anywhere by the list. Obviously such books serve more workers more often than the average book.

This fact of the surprising lack of rather first class books in our libraries was shown plainly some years since in the case of books of sources on European history. A check list of titles was published. Of these, 15% could not be located anywhere in America at the time. These were, however, readily obtained within three or four years by research libraries which made a purchase list of this printed list, which shows that the reason for the lack is not the rarity of the books. More recently it was found that out of authorities quoted in the Stateman's year book nearly one sixth were not to be found either in the Library of Congress or in its Union Catalog.

A random 4,000 group out of 100,000 best books in religion shows less than 1/5 in the Library of Congress and less than 1/2 in the 5,000,000 titles of the Union Catalog.

Another group of 500 best books in Comparative religion yields only 82 titles or 1/6 in any library.

The method of cooperative selection now in operation in connection with Project "B" is almost as simple and automatic as the method for cooperative purchase. It consists in a synthesis of the most select practical bibliographies such as are typically to be found in the most accessible

encyclopedias, text-books, and reference books. These are by the nature of the case the first sources used by research workers and therefore the books most often called for.

This compilation is inexpensive, if done by rigidly inexpensive methods. Forty-five short bibliographies of Comparative religion combined this summer for the use of the cataloging department of the Library of Congress in connection with project of general library cooperation in the field of religion, involved perhaps 15,000 references typed at a cost of 2/3 of a cent per card or, $100.00. These of course contain many duplicate references but all such are (at 2/3 of a cent) to the good for they show roughly the frequency of probable use as well as effectively present the cumulative weight of critical judgment as to the value of the titles. When these are compared with the Union Catalog, the critical judgment is again reinforced by the number of locations which represent the critical judgment of librarians in selecting for purchase. What is still more important, the titles not found in the Union list form a select purchase list for first additions to American stock.

Foreign professional visitors to American libraries find the selection of books our weakest point compared with European libraries and this is borne out by these figures.

A rather modest application of this mechanical and automatic method of cooperative selection to our libraries would go far to remove this reproach (a matter which is not important) and improve our resources for learning (a matter which is important).

This selection will serve both cooperative purchase and card publishing projects. It is not proposed to attempt this for all the sciences at once, but only to work out methods in the demonstration experiment in general cooperation in the field of religion. See Project 12.

7. COOPERATIVE CATALOGING WITH PUBLISHED CARDS.

A project to increase published stock of cards by cataloging the most used books first.

I. The Present Situation.
II. The Hope of Increase.
III. The Plan of 1900 and the Present Project.
IV. The Concrete Project, 1926-1930.

The present project is simply a radical extension of the plan inaugurated by the A.L.A. in 1900.

The nature of this plan is described compactly in the report of the A.L.A. Committee on Cooperation for 1900 and more fully in a comprehensive survey of the matter by the Librarian of Congress in his Report for 1901. Extracts from both of these are printed at the end of this section.

The system is based on the obvious waste of duplicate cataloging, the obvious remedy of published cards, and the obvious fact that libraries which print their own cards can exchange their results with other libraries at a nominal cost with an adequate system of publication.

The success of the move of 1900 was assured early in that year when the Librarian of Congress announced at a meeting called by Professor Canfield of Columbia University and held at the house of President Low, that the Library of Congress would publish its cards.

Certain other libraries, notably the John Crerar, whose librarian was a member of the cooperation committee and had devised for the John Crerar Library a successful system of storage by electrotypes, have also published in various limited ways, but their publication methods and facilities have not permitted the wholesale service which circumstances have enabled the Library of Congress system to give. They have however pointed the way and accumulated a vast material toward a larger solution of the card publication problem.

I. The Present Situation

The operation of the project for thirty years has more than justified the best hopes of the association and the boldness of the Librarian of Congress in undertaking publication.

Thanks largely to the uncommon efficiency of the Chief of the Library of Congress Card Division, Mr. Hastings, publication has developed until last year more than 5,000 libraries used 2,500,000 sets of cataloging cards at a benefit to themselves of certainly several million dollars and a modest profit to the United States Government of about $100,000 making a total profit, during thirty years of nearly $1,000,000, half in cash paid and half in salable cards accumulated. There are now 1,100,000 titles in print with 77,000,000 cards in stock.

The problem of the medium sized and smaller public library has been pretty well solved by this method. It can probably be almost fully solved if the project for automatic selection of most used books can be carried

through and the Library of Congress can spare a very few thousand dollars a year out of its book budget for the purchase of the most used books first.

The problem of libraries of learning however, is far from solved, and is growing worse. Some research librarians declare roundly and ungratefully that the system is a failure so far as they are concerned, and that they "do not pretend to wait for these cards" but "catalog their books for themselves as they arrive." Your chairman is of the clear opinion that this is the fault of their methods rather than of the published card system or of the Library of Congress. Nevertheless, it is true that the system needs extension. The problem with which the Association was wrestling at the beginning of the century, is not fully solved, is now very much alive again and does not look as hopeful for full solution on going lines as it did twenty five years ago.

The chief point at which this retrogression occurs is in the matter of printing titles for other libraries. The Library of Congress accepted the principle of printing such titles from the beginning and has printed more than 100,000 titles. As time went on, however, the Library of Congress was able to print fewer and fewer except for Government libraries.

Meantime, the general pace of library accessions in America has increased rapidly and the accessions of the Library of Congress even more rapidly, while at the same time cost of production of cards has so increased that the Library of Congress normal annual output has diminished from an average of 42,000 titles before 1920 to an average of 32,000 titles since.

The net situation today, after thirty years, is that hardly one seventh of the titles already existing in American Libraries and only one fifth even of those already contained in the Library of Congress Union Catalog, can be had in published cards.

At the present rate of Library of Congress production, it would take two or three centuries and thirty or forty million dollars to publish all these titles, even if the production of books should stop meantime.

As it is, the output of published cards is not even keeping up with annual American library accessions but is falling behind five steps for each step forward.

It is said (June, 1930) that "probably every library of more than 500,000 volumes reports that it was getting a decreasing proportion of its cards from the Library of Congress"...and, "college and university librarians are reporting that from 25 to 75 percent of their annual accessions are not

covered by Library of Congress printed cards." The hopelessness of full solution at an early date, or ever on present means and routines is obvious.

II. The Hope Of Increase

On the other hand, however, the factors which make for increase are so great as to permit the hope of a fairly adequate early solution if not full solution.

These factors include:

1. The recent increase of Library of Congress cataloging staff. This is likely to increase Library of Congress stock of 1,100,000 titles by at least 50,000 per year instead of 35,000.
2. The accumulation of 2,400,000 printed (but for the most part not published) titles (1/4 duplicate) in the Union Catalog of the Library of Congress over and above the printed cards of the Library of Congress. This means 1,600,000 non-duplicate titles perhaps 1,800,000 titles available for reprint.

These now form the most considerable factor giving hope for rapid increase of published stock, for they may be reprinted, just as the Library of Congress reprints its cards.

3. The annual addition of one hundred thousand such cards to the Union Catalog and available reprint stock by exchange with the card printing libraries.
4. The rapid increase in card printing libraries, 9 of which sent 85,000 first class type and press printed cards to the Library of Congress Union Catalog, last year in exchange.
5. The great development in the higher education of catalogers for library work, which is now producing in the libraries of learning an unlimited amount of good copy of manuscript titles for publication.
6. The cumulative experience of thirty years of card publication in demonstrating, the (a) considerable financial savings, (b) the enormous economic and service benefits and even (c) the modest profit on simple publication factor. This is probably the most potent of all factors.

III. The Plan of 1900 And The Present Project

In recanvassing this matter of card publication under present circum-

stances with view to rapid promotion, the Committee on Bibliography finds that the plan of the Cooperation Committee of 1900 (printed in full at the end of this section) includes nearly all the factors of the present project

In barest outline this plan covers:

(1) Cataloging,
(2) Printing,
(3) Catalog of published titles,
(4) Volume printed titles (possible),
(5) Bureau guaranteed by cooperating libraries,
(6) Extended use and goal,

The present project is best presented as a simple development and extension of the plan of 1900, to which it adds the single factor of

(7) Cooperative selection.

The plan in fuller detail is as follows:

(1) **Cataloging: The production of copy.** The plan of 1900 called for:

(*a*) *Standardized cataloging.* This is of course the foundation of cooperative cataloging. For this end it provided for "a committee on cataloging rules, (including subject headings)." This developed into the international rules and these into the present Library of Congress rules exemplified by the Library of Congress cards, although not all card printing libraries or all cataloging teachers conform strictly in all respects. Most of these libraries, including the Library of Congress, agree however, that they may be used provided the variations are not such as to prevent interchangeable use of one another's printed cards.

(*b*) *Central cataloging* was contemplated and the A.L.A. Publishing Section was already before 1900 operating a bureau for the central cataloging of current books.

In the present project it is proposed to wholly eliminate central cataloging of new titles and to depend entirely on printed cards or the manuscript cards of libraries printing on Library of Congress standards. It will be necessary to maintain a small, but highly expert staff for the editorial revision and standardization of this cooperative copy, but no new cataloging is intended.

(*c*) *Standardized form recommended in 1900.*

1. "Moderately full" The present form used for printed cards is somewhat fuller than that intended by the Committee of 1900. There was much discussion over this in Rules Committee which suggested a

briefer form, except for printed work. Your chairman inclines to feel that even for printed work titles might and should be restricted to a single card and if project is inaugurated the Library of Congress and the A.L.A. Committee opinion should be sought in this matter.

2. "According to A.L.A. rules:" add actual practice as modified by developed practice of card printing libraries.

3. "Fine typed note," giving A.L.A. subject headings and other cataloging directions, in such form that call numbers, subject headings, etc. may be written on automatically by the local cataloger. This is the key method.

(*d*) *A "set of cards,"* enough for all entries, but identical in form leaving disputed details of usage to be written on following the directions of the note.

The sets of cards are not now furnished made up but are made up individually to order on account of great diversity in the number of cards used by various libraries. It is tentatively proposed, however, to market in the new project in sets of five—the average number used in present practice.

(2) Printing

(a) Titles "electrotyped individually" or kept standing in linotype, monotype, stereotype or any form permitting reprint without recomposition.

The John Crerar has used the electrotype method extensively for storage, and the Library of Congress has made some serious attempts to reprint by electrotype methods but has not been satisfied with the printing effect and has abandoned the attempt, returning to the principle of larger editions and recomposition reprint, in spite of the disadvantages of expensive proof reading and the danger that fresh typographical errors will creep in.

A very important and unexpected development in the reprint field has arisen in the improvement of photostat processes, and, with an improvement in photostat paper, the use of the method promises to be greatly increased. It is already used and on a very large scale through the photostating of printed cards of the Library of Congress Union Catalog for special cataloging of various types. The large scale experiment of Yale at the present time is producing better machinery and will certainly develop a very much greater use of this method, in which a simple printed card serves the purpose of an electrotype. A photostat card that will not curl would revolutionize card publishing.

The method has been used on a considerable scale for reorganizing libraries. It has happened that a library should get 50 per cent of its titles from the published cards of the Library of Congress and another 25 percent from the photostating of cards of the Union Catalog, at the same nominal cost with printed cards or even less per title.

The new project inclines at least to make a substantial experiment with linotype title storage. Cost is, contrary to usual belief, rather nominal. The cement floor of a single Library of Congress stack will store a million titles or more. Interest on cost of metal will add less than one cent per title per annum.

(b) "Consecutive accession number for ordering purposes."

(3) **Cumulative linotype index of published cards.** In Library of Congress practice this is replaced by a cumulative card index (depository sets of cards) together with the U.S. Catalog, which prints the card order numbers for copyright books. Some libraries, Princeton among them, file in with the Library of Congress cards the cards of the John Crerar and other card publishing libraries, forming thus a cumulative index of the published cards of all publishing libraries. The value to the L.C. card publication of the card ordering number printed in the U.S. Catalog suggests that a revival of the idea of this cumulated index to non-copyrighted published cards will be commercially useful.

(4) **Volume printed titles.** Possibly stored full titles might be printed consecutively from time to time in volume form or special bibliographies reprinted by selection. A considerable amount of special bibliographical printing of the latter type has in fact been done by the John Crerar library with its stored titles and a very large amount of special bibliographical printing by photostat from the subject cards of the Library of Congress, the New York Public, and other card printing libraries, has been done. There can be little doubt that the greatest possible waste elimination in the field of library management today would be to put into reprint at once all the 1,600,000 or 1,800,000 well cataloged printed cards of the union catalog not duplicated by L.C. cards and print in volume form at the same time. If it has also a single index bar and L.C. card order no. in place for each L.C. title it would be better still. It is only a matter of capital.

The possibility of this printing has an analogy in the proof sheets of the Library of Congress and has been considered for the new project The cumulative index for card selling would serve as index to these volumes

and produce an invaluable work for catalogers and bibliographers.

(5) **Executive bureau.** "Under guarantee of certain cooperating libraries."

This method of financing was early superseded by the taking over by the Library of Congress.

The new project aims to finance by forming an incorporated company which may become self supporting. The Library of Congress has, however, no rent, insurance, or postage to wrestle with and it has far the most profitable part of the trade in doing all the copyright titles. Some of these run into large editions.

(6) **Extended use and goal.** Extension of opportunity from cooperating libraries to all libraries.

(a) Retail service, "in such way and at such price that each may take whatever will be serviceable to it."

Earliest plans contemplated possible need of subscription by guaranteeing libraries to full sets. Even Library of Congress plans at first looked toward this. When, however, the Library of Congress took over and started the depository set system, the retail idea of this clause came into full effect. The new project hopes to extend this still farther by the printed list of published cards.

(b) The goal of wholesale service. "It is also hoped with a considerable accumulation of titles...a small library...newly formed or needing reorganization... may be able to find a large portion of its catalog ready printed...at a great reduction of cost."

This was the actual impulse, climax, and goal of the whole former plan. It is also the beginning and motive of the new demonstration project for cards in the field of religion.

The beginning of the century was the great period of reorganization mong A.L.A. libraries. They were changing over from fixed location, unstandardized cards and unstandardized cataloging to relative location, standard cards and standard cataloging: Columbia had nearly finished but having been first with narrow standard cards was facing restandardizing cards. Harvard was about half way and finished fifteen years later, Yale had not really begun. Various smaller libraries were at various stages. Several were facing the problem of a second restandardizing of cards. Most of these were following the expensive method of dribbling along over long periods and full cataloging. Pennsylvania and Princeton

were in the midst of doing at a jump one in short method one in full. All were agog for the economy of published cards. The lure for all this was the hope of a very large number of cards in the end from which a large share of recarding might be done automatically—restandardizing cataloging at the same time with cards. Some were using old standard cards with a separate catalog for new cataloging, others were clipping or short cataloging with new standard for temporary use until published cards could be had, others had recataloged or like Pennsylvania, were recataloging therefore in A.L.A. or Library School standards.

The general notion was to mark time and push card publication with the ideal goal of a stock of cards from which any library might catalog in full automatically.

This goal is still somewhat removed but there are several typical points of near approach.

Thanks chiefly to the fact that the Library of Congress catalogs all copyright titles, the system of printed card publication has now long since reached the point where the small public library or any small library needing reorganization can find a very large portion of cards and effect a very large saving. Such a library only needs to make an alphabetical list of its titles (which in the briefest form can be done for less than three cents apiece) and send to the Card Division of the Library of Congress in order to get a very large share of its titles at nominal cost compared with orginal cataloging.

Even in theology, which had not been recataloged at all in the Library of Congress and had only newer titles in print, it has been possible, owing to copyright cataloging and the fact that theological libraries contain a large percentage of historical, social and other recataloged books, to recard fifty percent of a library from Library of Congress published cards and another twenty five percent by photostat copying of the cards of the card printing libraries in the Union Catalog, all at a cost of only five percent the average current cost of individual cataloging of the same titles.

This situation is still improving for the smallest libraries as fast as it is retrogarding for the larger libraries of learning. All libraries are, however, needy so long as they can supply only 25 percent of their wants and are as alleged, losing ground.

It is this situation which has suggested the present project and in particular it is the situation of the religious libraries which has motived it. These have in the past suffered, perhaps most of all, in the fact that the Library of Congress has only just finished its reclassification and begun

recataloging the older books.

These 150 libraries, more or less, have been for the most part marking time until published cards could be had and have become doubly impatient of late under the decreasing hope of full satisfaction. This, however, makes this field the most profitable of all for a vigorous experiment in the possibility of gathering an ample repertory of cards for automatic reorganization in a considerable field. It was the study of the actual situation with a dozen theological libraries pressing for card reorganizing that led to the introduction of the principle of selection.

Project "B" has been consulted by perhaps a dozen of these libraries first and last and has worked out a standardized device for a marking time method looking to published cards for all "best books:"

1. Number books as they now stand (unless they already have a serviceable location number).
2. Make shortest catalog card at not more than three cents each per title.
3. Use this catalog as order list of Library of Congress cards now in print.
4. Catalog as far as these go **without any changes of subject or entry.**
5. Do no fresh cataloging except shortest author form.
6. Wait in hope that Project "B" will secure card publication of all the most used books first and
7. Will, perhaps, publish cumulated alphabetical order list of this, and
8. Will carry forward as fast as possible to the best 100,000 titles.

(7) **Cooperative Selection:** doing the most used first.

The addition of selection as a major factor, to the six points of the plan of 1900 is in view of the fact that in addition to the Library of Congress stock of 1,100,000 titles, there are in the Union Catalog some 1,800,000 printed titles (2,400,000 cards including duplicates) as well as an unlimited amount of available copy in manuscript beyond this, all clamoring for publication and capable of being published at cost of printing only or one fifth the actual present cost of printed cards to the card printing libraries.

If present pace of card publishing should be increased ten fold, it would hardly exhaust even printed copy now in hand in five years, without even making a beginning on the one half million added meantime and a large supply of good additional manuscript copy already in sight.

The obvious time required under best circumstances to catch up with this situation leads plainly to this method of printing the most wanted first.

The actual introduction of the principle arose out of the demonstration

experiment in religion at the L.C.and from two observations in its workout:

1. The Card Division was able to allow 5,000 titles per year for recataloging in religion. This meant twenty years for catching up with Library of Congress titles alone and another century for all libraries.

2. Out of a large test group of the best 100,000 books in religion, only a little over twenty percent were found in the Library of Congress at all. This meant that at the end of twenty years, only one fifth of the best 100,000 books in religion would yet be in print.

On the other hand, by selection, the whole 20,000 best in the Library of Congress might easily be ready in four years—and with means the other 80,000 perhaps done in the same time at mere cost of printing, by organizing the copy supply. The lesson was obvious.

Moreover, the observation having once been made, its relation to the modern cry for "weeding" the huge subject catalogs where one must finger over one by one hundreds of cards in an alphabet in order to extract the two grains of wheat from the two bushels of chaff, was obvious.

The principle of weeding once accepted, what more precise or economical method is possible than this constructive act of doing the best first and letting the hindermost alone.

As a matter of fact it may be doubted whether there is any class of books in the large libraries which has sufficient use for the lower four-fifths of its books, even to make the inclusion of subject cards for them as valuable for average service as the economies of their absence. However that may be, if and until one fifth can be done, why not do the best fifth?

In any event selection by doing best books first, whatever its general effect on the librarian's problem of getting all his books cataloged, has two wholesale gains for service: (1) it adds to average units of best service, i.e. it secures that the most used cards shall be the first cards, (2) it prints relatively large edition titles first and so helps the financial problem.

It is true that this suggests a dwindling average of cards per title sold—but this will not be immediate and the problem can be worked out meantime.

IV. The Concrete Project, 1926-30.

Reviewing these circumstances, facts, and methods which encourage the hope of a large increase of published cards at an early date, with reasonable cooperation, the matter shapes itself for action something as follows:

1. An Incorporated Company.

It is proposed to establish an incorporated card printing, publishing, and selling company. This project is, in part, one of these contemplated in the second resolution of the Council in 1926, such as "cannot be handled by the Library of Congress."

Several elements of this project of selection and the preparation of copy can only be handled in the Library of Congress and with the aid of the Union Catalog. In some, it can and will act.

Printing and other matters involving commercial accounting cannot probably be done in the building.

Some parts of it, however, e.g., printing, will necessarily be done by another organization than the Library of Congress and it is proposed that this agency shall be an incorporated company. Whether it might be done by the Association itself is a matter to be considered by the Executive Board.

The Committee would of course be governed by the grantors business representative as to the form which the business should take on, but it might naturally include the following elements:

1. An incorporated business.
2. With preferred stock to amount of grant and perhaps a modest bonus to the manager.
3. The directors would have a representative of the grantor, a representative of the library association and?
4. The manager would receive $1,000 a year in addition to what he is receiving from Project "B," during the first year of operation, with the prospect of a reasonable percentage of profits before dividends were made, and depending on whether he had received stock bonus. After the first year if prospect of share of profits is not reasonable, directors can fix some equitable salary for manager.

It is to be hoped that a dividend, if any, would be devoted to the extension of published card service by the publication of cards of books of real usefulness and rather frequent use, not existing in copies enough to insure covering cost by sale. This is much on the principle that university presses publish books sure not to pay a profit.

2. A Business Proposition.

It is proposed to try to put the matter, not on a grant basis but on a business basis, at least to the point of self support. Owing to the fortunate accident that the manager of Project "B," Mr. Ernest Kletsch is an experienced business man, who founded a successful business on somewhat similar lines to this, turning it into a stock company in order to return to

the Library of Congress, in Project "B," there is a reasonable hope of doing this and possibly even on a profit making basis, within the three years. Whether it actually succeeds to this point or not is a problem which depends on several factors but up to self support the concrete benefits for the libraries, which the experience of thirty years of card publication show to be quite certain, seem to indicate that it is only a matter of good business management. The libraries cannot afford not to pay whatever it will cost.

The profits which card publishing yield may be distinguished as: (a) Commercial profits and (b) Cooperative benefits of: (1) waste eliminations and (2) efficiencies, so far as these can by reasonable statistical methods be reduced to terms of dollars and cents, and ignoring less tangible factors of profit.

The distinction between commercial profits and cooperative benefits is that one means actual profits on sales, the other means gains to libraries on the one hand in actual savings which can be applied to other lines of improved service, and on the other (efficiencies) actual items of improved service to which such savings of other library means might fitly be applied. In either case they are all real money profits or money savings or valuable improvements which would otherwise cost money if enjoyed.

(a) Commercial profits.

A study of the card publication of the Library of Congress for nearly thirty years would seem to justify the hope even of commercial profits.

After going over the matter carefully with your Chairman, Mr. Kletsch is of the opinion that there is a reasonable chance of making the business commercially profitable and is hopeful enough of this to be willing to take a major share of his compensation as manager, during a year of demonstration experiment, out of the expectation of profits, either as a matter of percentage on profits or grant of stock. Your Chairman after observing Mr. Kletsch's management of Project "B" for three years believes that if it can be done Mr. Kletsch can do it.

The handicaps of such publication over Library of Congress publication are (a) certain considerable expenses of rent, postage, insurance, etc., etc. of which the Library of Congress is free, (b) printing, of which Library of Congress Card Division is also free, and (c) especially the fact of smaller average editions, since the Library of Congress does all the large edition titles in doing all copyright cards.

With these advantages, the Library of Congress simple card publication project has been conducted at a certain profit in cash or salable

card stock which amounted last year to about $100,000 and during the entire period amounted to perhaps, $1,000,000.

The handicap, especially of relatively small editions is, however, a very real and serious one. It will not do therefore to be too sanguine or to expect of the manager more than really first class management can produce.

On the other hand it must be recognized that there are remedies and compensations, which promise to make up for the handicaps. 1. The freedom and economy of private operation and 2. the possible increase of prices on small edition cards if necessary. Both of these are very considerable Price increase is the normal business remedy and the market would probably stand a lot, but it should only be done as a last resort.

The matter has, however, not been practically tested out and is, in fact, so serious, that a real demonstration project before launching full operations, is desirable. Still the sure profit on publication, with the other factors make business success likely to the point of self support and perhaps of dividends.

(b) Cooperative benefits to the libraries.

This is the crux of the project. It was the motive of the original plan and is the impulse of the present effort. Whether the project makes a profit or even meets expenses is a detail in view of the cooperative benefits. Those which were anticipated as "enormous" in 1901 have already been demonstrated to be far greater than imagined. They include waste eliminations on the one hand and added efficiencies of service on the other.

In 1901 the Librarian of Congress figuring on a basis of thirty five cents per title for cataloging and 500,000 different books or titles added to the libraries between 1891 and 1896, and assuming that on the average each book was cataloged only six times, estimated that the total cost to 4,000 libraries was $1,050,000, where if they could have acted as a unit the total cost would have certainly been kept within $300,000 and a saving effected of over $700,000. The Librarian justly remarked that American instinct and habit revolt against multiplication of effort where results can be achieved by machinery as in this case, so as "to effect a prodigious saving to the libraries of the country."

The cataloging cost unit of thirty five cents was even then too low. Other studies showed a cost of "from sixty five cents to ninety two cents" and called this then still too low. Most recently published results (Miss Hand, Los Angeles, June, 1930) of three time studies give, 1, University of California, seventy two and six-tenths cents, 2, University of Illinois,

seventy seven cents, 3, Iowa State College, sixty seven and seven tenths cents—an average of seventy two and four tenths cents per volume or one dollar and twenty seven cents per title.

In analyzing statistics in recent years, a chief factor to be taken into account is the percentage of printed cards used. In college and university libraries where twenty five to seventy five percent are cataloged with printed cards, the average cost of cataloging must be raised about seventy five percent in order to represent the unit cost of manuscript work. It does not appear whether this factor was taken into account, if not, it raises manuscript cost to $2.14 per title.

This California result may be cross checked in various ways—

Thirty eight (38) university libraries last year put about $1.25 per volume on more than 800,000 volumes, or $2.10 per title.

An analysis of the three libraries appearing in the California experiment gives a useful cross check on the relation of the total expenses of the cataloging department to the cost of current cataloging.

On this basis the three universities of the California experiment spent $114,000 for 79,600 and something odd volumes cataloged or $1.43 per volume compared with 72.6 cents of the organized experiment. This suggests that only one half the costs of a cataloging department are for cataloging accessions.

Cross checking again by a selected group of data representing three actual analyses of whole departments for a year or more, suggests; 1, for a library with liberal funds, $3.50 per title, 2, for one on an economizing budget, $1.75, and 3, for a really limited budget, $0.87.

The variations in cost above the $3.00 limit are even greater than those below.

This cost study originated in an inquiry as to this highest type.

Following are hearsay cases picked up since the matter was introduced at a casual meeting of chief catalogers at Washington several years ago. They all have to do with groups of not less than 100. They run from three cents (hundreds of thousands) to six cents (with two carbons and in many thousands) to ten cents (five printed copies), (lot of one thousand), $0.35, $0.65, $0.92, $1.35, $1.75, $2.62, $3.50 (thousands), $4.75, $10.00 (hundreds), $15.00 (hundreds), "$20.00 to $30.00" (hundreds), "$30.00 to $40.00" (hundreds).

In terms of time there are cases mentioned of from "thirty cards an hour" up to a card an hour (eight a day, thousands of cases), a card in two hours (four a day, many thousands), a card a day (a hundred) two,

three, and four days for a card (hundreds).

It may be assumed that whatever goes into these cards represents expert work done with efficiency and therefore full value.

In applying these cost data one must keep in mind the three recognized standards of; short cataloging, standard printed card cataloging, and full or bibliographical cataloging. These again are flanked on the one hand by short cataloging and on the other by maximum bibliographical cataloging.

From the above data one may deduce that original cataloging as practiced costs per title from $0.87—$3.50 upwards ($0.50 mixed cataloging). $0.87 is below all tolerated standards.

$2.14 ($1.25 mixed) This is the minimum standard on Library of Congress rules, restricted research.

$3.50 is average printed card standard with reasonable but not unrestricted bibliographical research.

$3.50 and upward is only suitable for published card or special libraries or classes of rare books and manuscripts. For published cards, cost is restricted only by usefulness.

In estimating the combined waste eliminations and efficiency gains or improvement of service in the use of a set of published cards, one may reasonably figure as $3.00 and divide equally, $1.50 savings which may be applied to other work, $1.50 as the average gain to service which is above what the average library would venture to apply itself.

In judging from these data what the libraries actually save by the published card system, a start is made from the estimates of the Librarian of Congress in 1901, quoted above on a basis of $0.37 a title and 3,000,000 duplications or 6 each for 500,000 titles in 7,000,000 copies during the five years, 1891-1896, added to 4,000 libraries, he figures $700,000 profits.

Last year 40 university libraries alone cataloged 500,000 titles, one half with published cards and saved or gained, thereby, perhaps $750,000.

During five years past, 40 university and college libraries had cataloged 2,500,000 titles using fifty percent Library of Congress sets of cards and saving or gaining thereby perhaps $3,750,000.

During five years past, too, 40 card printing libraries (nine type printing) have cataloged nearly 500,000 titles at a cost, including printing, of not far from $2,000,000., most of which might have been saved if the cards had been previously published.

There are in the Union Catalog of the Library of Congress something like 600,000 printed titles which duplicate cards printed by the Library

of Congress or by other card printing libraries.

These represent a capital investment of some $2,000,000, a good deal of which might have been saved by a well-organized and extended publication system.

Last year more than 5,000 libraries purchased not far from 2,500,000 sets of Library of Congress cards and apparently effected by their use savings or improvements to the amount of $7,500,000, more or less.

From 1926 to 1930 (5 years) the Library of Congress by selling 10,000,000 sets of cards to 5,011 libraries apparently saved to the libraries something like 9,000,000 duplications and saved, or gained in service, not far from $30,000,000, as compared with the estimated $700,000 of the Librarian in 1901 for a five year period.

From 1901 to date the Library has sold nearly 30,000,000 sets with a gain to the libraries of nearly $100,000,000, if these estimates are not excessive, and they seem restrained.

3. A card printing, publishing, and selling business.

(a) An agency for organizing the card selling of libraries which already publish.

(b) The purchase of editions from other card printing libraries or inducing them also to publish and have this business handled as jobbing agency, for card publishing libraries, or better reprint all in standard form.

(c) It is not worthwhile at this point to detail matters of management which the manager will work out freely but certain matters seem tolerably certain to be effective: The sale in sets of five at ten cents, The cumulative index with card order number.

4. Copy. It is proposed to use as copy: 1, the printed titles of the card printing libraries in the Union Catalog, 2, the manuscript cards of libraries printing on Library of Congress standard, and 3, copy of cards located in other American libraries by the Union Catalog, to be furnished without cost by cooperation. It is not proposed to do any original cataloging

The reprinting will be done in a standard type face and the library from which the copy originates will be indicated on each card, but most card printing libraries have already decided that the standardizing is now near enough so that they can and will use interchangeably. Such cards, done by the card publishing libraries, are in fact, actually used on a considerable scale and are accepted on a considerable scale even by the Library of Congress.

5. Editing. It will be necessary, nevertheless, to do a small amount of editing by highly expert catalogers in order to standardize a little, especially in the matter of subjects.

6. Printing. This may be done by wholesale compositors in large part but it is proposed to have also a linotype printing establishment organized as a special unit.

In connection with this, it is proposed:

(a) To store titles in metal for a time at least, perhaps during the whole period of the demonstration experiment, in order to give a fair demonstration experiment of the relative benefits of this storage and of the larger edition and frequent reprint as now practiced by the Library of Congress.

(b) To issue and cumulate titles for a sales catalog of published cards.

(c) A standard type face and type arrangement will be used, standardized in form of the Library of Congress cards, but perhaps leaning toward the modern one face (10 pt.) dress.

Of course, if means could be had to get into stock all the prepared copy at once, there would have to be printing on a very large scale and it would need much more capital but so far as the printing is concerned, it would undoubtedly be easy to do any amount by contract at not more than fifty cents a title for English composition or a dollar a title for foreign language composition.

7. The financial basis.

The committee has asked in its report for $25,000 a year for five years for a demonstration experiment in this card extension project. This experiment should prove whether it will pay its own way or not.

There is, of course, always a chance that the United States Government will be willing to at least put back its publishing profits into the production of more stock, unless it can be made commercially attractive and so unnecessary.

8. A demonstration project.

While the project aims at the extension of printed card system all along the line, it seems best, as in all extensive projects, to have a thorough demonstration experiment first and to use the general experiment in the field of religion (number 12) for this purpose asking no special grant at

this time but making the grant asked for in number 12 do double duty.

It is nevertheless true, that if the Executive Board should find sufficient support for a large scale application of the project, a much larger experiment could be laid off by making a rather wholesale selection (although mechanical) to include a reprint of all the high standard printed titles in the Union Catalog, (about 1,800,000 titles) exclusive of the Library of Congress titles and exclusive of the still larger supply of good manuscript copy already existing in the research libraries and excluding other titles in known American locations, not now cataloged in Library of Congress standard, but which could certainly be secured by cooperation without cost of cataloging production, by means of the located copies revealed by the Union Catalog. This would mean perhaps 1,800,000 titles out of perhaps 5,000,000—a large proposition but definite, simple, and capable of prompt realization in the fact that the cards all exist in plain copy in alphabetized order in the Union Catalog. It is a mere question of capital. Such a printing, first in book form, followed by consecutively numbered supplements with cumulative title-a-line order list index, would form a bibliographical tool, perhaps on the whole, in view of the extraordinary amount of bibliographical work which has gone into these cards, unequalled even by the British Museum and Paris National Library catalogs, although by no means taking the place of these.

If a single line title with the Library of Congress order number should also be run into the main volume or into the order index, it would, by referring to the additional 1,100,000 Library of Congress cards in the depository libraries certainly form the most useful bibliographical tool in existence for Americans.

Extract from the Report of the A.L.A. Cooperation Committee Montreal, 1900.

. . . 6. The matter to which the committee has given special time and attention during the year has been that of co-operative cataloging. This has been up before the Association so often as to make it unnecessary to call especial attention to the fact of the economic wastefulness of duplicate cataloging. There are, *e.g.*, on an average not less than 30 copies of every important scientific work published abroad imported for use in American libraries, and cataloged at an everage expense of from 30 to 45 cents for each library. The experiment of the Publishing Section under Mr. Lane having developed many admirable features looking towards extension of co-operative cata-

loging, and the ingenious electrotype plate devised for Mr. Andrews, together with the improvements in the linotype, having made the old Jewett plan of preserving titles practicable, the committee felt that the time was ripe for developing some definite plan for eliminating this wastefulness of duplicate cataloging. Details of this plan will be given at the co-operation session by various members of the committee, and the proceedings of that session, including the general sketch of the plan, the reports of Mr. Lane on adjustments and reorganization, of Mr. Andrews on financial details, and of Miss Kroeger on cataloging rules, together with the prepared remarks of Mr. Solberg and Miss Browne, are hereby offered as an exhibit to this report.

Before any formal action as to recommendations was taken the whole matter was discussed extensively by correspondence and in informal meetings—notably at a meeting of the Librarian of Congress and the librarians of Harvard, Yale, Columbia, Cornell, University of Pennsylvania and Princeton, called by Dr. Canfield and held at President Low's house in New York.

At a meeting of the committee held at Columbia University Library on March 9, at which, in addition to the committee, Messrs. Thwaites, Carr, Harris, Van Name, Jastrow and Canfield were present, the general lines of the plan were approved with practical unanimity, and the following recommendations to the A.L.A. with reference to it were adopted:

(1) That the A.L.A. appoint a committee on cataloging rules (including subject headings).

(2) That it form under the direction of its Publishing Section a bureau for the co-operative cataloging and printing of cards under guarantee, which bureau shall undertake to catalog promptly or to provide for the cataloging of all books referred to it by co-operating libraries, shall print cards for the same and also any titles sent to it by co-operating libraries, shall keep on file electrotypes of these titles for printing titles to order for libraries in general, shall publish regularly or from time to time a list of the titles in type or to be printed, and may print other material as it may seem fit, and shall be under the direct administration of an officer of the Publishing Section and the librarians of the guaranteeing libraries.

The plan of co-operative cataloging recommended by the Co-operation Committee of the A.L.A. contains the following elements:—

(1) A moderately full printed title and imprint, cataloged according to the rules of the American Library Association, supplemented by a fine type note giving subject headings according to the A.L.A. method, and any other cataloging directions such as author numbers or classification numbers, as may seem best.

It is intended to give in this note the essential information in such a form that on receipt of cards the numbers and subject headings can be written on by the local cataloger, practically without further search.

It is proposed to furnish for each book cataloged a set of cards containing enough cards for all necessary entries, but all the cards identical in form, leaving all the details, on which there is liable to be very much diversity of usage among the libraries, to be written on. In this way the machinery is reduced to a simple card unit.

(2) It is proposed that these titles shall be electrotyped individually, provided with a consecutive accessions number for ordering purposes, and kept filed in this order.

(3) It is proposed farther that a cumulative linotype index of these titles shall be published, so that any title may be ordered at any time. This index would probably be sent out every week or two weeks as a regular periodical and at periodical postage rates. Libraries would thus be able to limit their orders to titles actually wanted.

(4) Other possible rather than actual features are: (a) The titles stored by consecutive numbers might be printed from time to time, say every 10,000 titles, as volumes, cumulative index serving an index for same, and the net result being in itself an important bibliographical work. (b) Special bibliographies could be printed from time to time by selecting titles.

(5) The organization recommended for carrying out this work is a special bureau working under the guarantee of certain co-operating libraries, this bureau to consist of an officer of the Publishing Section of the A.L.A. and the librarians of the guaranteeing libraries.

(6) The plan contemplates as wide and general use as can possibly be developed, but for the sake of practicality it starts with adapting itself primarily to the needs of a certain limited number of co-operating libraries, but it is desired to offer the results to all libraries large and small, in such a way and at such a price that each may take whatever will be serviceable to it. And if the cataloging of current American books now done by the Publishing Section can be combined with this work, it will the better serve the interests of libraries in general. It is also hoped that with a considerable accumulation of titles the work may be so arranged that a newly formed public library, *e.g.*, or any small library needing reorganization may be able to find a large portion of the whole catalog ready printed at a very great reduction over what it would cost to card privately.

Any plan for co-operation in cataloging evidently involves many questions. It is of course essential, *e.g.*, that the whole plans should be brought closely in line with the recommendations of the American Library Association; but the prevailing rules for cataloging taught by the library schools differ slightly from those authorized by the American Library Association. Moreover, details of administration and adjustment of form, and especially details of cost have to be considered. These various matters have been specially investigated by various members of the Co-operation Committee, and their reports follow. These reports, together with what has just now been said, are regarded as exhibits to the annual report of the committee.

The Library is beginning a distribution of copies of these cards, which has two purposes: First, to place in each local center of research, as complete as possible a statement of the contents of the national collections at Washington; second, to enable other libraries to secure the benefit of its expert work in cataloging and in printing cards for, books acquired by them as well as by it, and to secure this benefit at a cost which, while a full reimbursement to the Government, is to the subscribing library but a fraction of the cost of doing the entire work independently. In pursuance of the first purpose there is being sent to certain public libraries a copy of every card printed by the Library of Congress. In time there will result, in the New York Public Library, for instance, a complete card catalogue of the Library of Congress. . . . There will thus eventually result a statement in the Library of Congress of every book in the New York Public Library of interest to investigators. This system of exchange being extended and the other Government libraries also being brought into it, there may result in each local center of research throughout the United States a catalog of the national collections at Washington, and a statement at Washington of every book of interest to investigators to be found in the important great collections outside of Washington. To supply this in catalogs in book form would cost hundreds of thousands of dollars, and the first volume of each would be out of date before the last was ready to issue. . . .

A chief purpose of the first class of distribution is to supply libraries with information of books which they do not possess. The chief purpose of the second is to enable them to avoid expense in the preparation for use of those which they do possess. What this means is indicated in a statement recently given by me to the press, from which I quote.

"Practically all American libraries today have card catalogues. In these every book appears under its author, under the subjects of which it treats, and sometimes under its title if the title differs from the subject. Some books have to appear in perhaps only two places, others in forty or fifty, where there are many authors and subjects treated by them. On an average, a book appears in from three to five different places. The cards that libraries have used were in the first instance written; then they came to be typewritten, and in recent years they have in some libraries come to be printed. Printing is possible, of course, only for the libraries which are handling a large number of books and making elaborate catalogues - the New York Public Library prints, the the Boston Public Library, the Harvard College Library, the John Crerar Library, of Chicago, and the Carnegie Library, at Pittsburg.

"The Library of Congress has for some time been printing. It has now within its walls a branch plant from the Government Printing Office.

"The cost of getting any particular book into the card catalog is far greater than the public supposes. There are various elements of cost. There is the work of the

cataloger, who is an expert; then there is the work of the transcriber, if you multiply copies of the card by transcription or by typewriter. If you print, there is the cost of composition and press-work. The stock would cost the same whether you transcribe or print. But the two most costly factors are the work of the cataloger, the expert, and the work of the compositor or transcriber. . . .

"Now, the interesting thing is that until now libraries have been, in effect, duplicating this entire expense—multiplying it, in fact, by each one undertaking to do the whole work individually for itself. There are thousands of books which are acquired by hundreds of libraries—exactly the same books, having the same titles, the same authors and contents, are subject to the same processes. But each library has been doing individually the whole work of cataloging the copies received by it, putting out the whole expense. Forty years ago Professor Jewett, then librarian of the Smithsonian Institution, conceived the notion of a central bureau which might attend to these processes, the most expensive part of them, once for all, and make available its results to the various libraries receiving identical material; but the project never came to anything. . . .

"Since the Library of Congress moved into the new building expectation has turned to it. It has already the largest collection of books on the Western Hemisphere; it is increasing more rapidly than any other single collection. It receives without cost two copies of every book entered for copyright in the United States. It receives these on or before the date of publication, and thus in advance of any other library. It receives an enormous mass of material through exchange. And it is buying a number of other books, current and non-current, which includes a large portion of material in current acquisition by the other libraries of the United States. It is classifying and cataloging this material on its own account. It is printing the results in the form of cards. It is reclassifying and recataloging its existing collection (excluding duplicates, over 700,000 books and pamphlets), and is printing these results also on cards. These cards are of the standard form, size, type, and method of entry. The Library has been in consultation for over a year past with a committee of the American Library Association - a committee of experts - in order to arrive at standards, and we have now arrived at what might be called a standard in all these respects. The card we use is called the "postal size" about 3 by 5 inches. There is another size (also standard) in use in some libraries, called the "index size", about 2 by 5 inches. The entry on our card is so located, however, that in almost every case, the "postal size" can be cut to the "index size" without sacrificing any of the text essential to the catalog. What the Library prints is an author card. It prints by way of memorandum on the card the subject headings that it will use on the copies destined for subject cards. The cost to it of the first author card, including the work of the cataloger, is doubtless over 30 cents for each book, but a second copy of the card can be run off for a fraction of a cent.

"Now it is receiving this urgent appeal: To permit other libraries to order extra

copies of the cards which will cover books that they are acquiring; just as they are permitted to secure extra copies of the card indexes of the Agricultural Department, or, indeed, of any Government publication, paying the cost plus 10 per cent."

Should this course be adopted, the Library of Congress would be expending no greater expert labor than before; the Government would be fully reimbursed for the additional mechanical work and material, and the other libraries of this country would be saved an expense, which in the aggregate is now an enormous expense, of duplicating, indeed of multiplying many times over, the outlay on the two factors of cost which are the largest factors - the work of the cataloguer and the work of the transcriber or compositor. Between 1891 and 1896 there were 7,000,000 volumes added to 4,000 libraries in the United States. These may have represented 500,000 different "books" or "titles." The cost to catalogue these once at 35 cents a title, would have been but $175,000. They were catalogued many times over; how many times can only be guessed, for, of course, some books were acquired by only one library, others by hundreds of libraries. Assuming that on the average each book was catalogued only six times, the total cost to the 4,000 libraries was $1,050,000. Could they have acted as a unit, having the books catalogued and the cards printed at some central bureau and multiplying copies to supply the need of each, the total cost would certainly have been kept within $300,000. The saving effected during this short period alone would therefore have been two-thirds of the total; on the basis assumed, over $700,000.

American instinct and habit revolt against multiplication of brain effort and where a multiplication of results can be achieved by machinery. This appears to be a case where it may. Not every result, but results so great as to effect a prodigious saving to the libraries of this country. The Library of Congress can not ignore the opportunity and the appeal. It is, as I have said, an opportunity unique, presented to no other library, not even to any other national library. For in the United States alone are the library interests active in cooperative effort, urgent to "standardize" forms, methods and processes, and willing to make concession of individual preference and convenience in order to secure results of the greatest general benefit. . . .

The cards first issued will doubtless be those for the current American copyrighted books. . . .

The Library is now printing cards at the rate of 200 titles a day, or 60,000 a year. The copyrighted books form, of course, but a small fraction of these. Thousands of the others will be of interest to other libraries and sought by them. Those of them which represent books that they possess or are about to acquire will save them expense; those that do not will still contain for them bibliographic information of value. The Library of Congress will itself include a large percentage of the books to be found in any other particular collection in the United States. The remainder will certainly be included in the contents and accessions of a half dozen of the other great libraries.

Cooperation may enable the titles of these also to be brought into the scheme of distribution, so that finally there shall actually be a centralization of this work.

8. A UNION BIBLIOGRAPHICAL CATALOG.

The so-called Union Catalog at the Library of Congress, as it was in 1927, was wholly a bibliographical catalog. It was made up of printed cards of libraries which exchange cards with the Library of Congress and contained about 2,000,000 cards. These have now been inserted in the Union Catalog of Library of Congress catalogs, which is made up of its printed card Catalog and short title cards of all its minor holdings together with some three or four million locations in other libraries, chiefly short cataloged. This Union finding list, of books inside or outside the Library of Congress, has therefore, the nucleus of a bibliographical catalog for which there are already printed cards of perhaps 3,000,000 titles, exclusive of duplicates.

Constant pressure has been brought on Project "B" to construe this Union finding list of printed books in American libraries as a bibliographical catalog and to introduce full title bibliographical entry on a large scale. It has been necessary to resist this firmly as the budget is barely sufficient to make the finding list aspect complete for its uses. It is constantly employed however, as far as it goes, for bibliographical purposes. It is moreover, improved in this bibliographical aspect where it can be done without additional cost. It is constantly bettering through the 100,000 cards a year automatically contributed by the card printing libraries. After its finding list aspect has been sufficiently cared for, it should be systematically improved in this bibliographical aspect. It is so easy, however, to absorb money in bibliographical work that it is not recommended that this should be attempted until the other projects are well in hand.

9. A UNION SUBJECT CATALOG.

The obvious advantage of a subject catalog which contains the entries of books not in the Library of Congress as well as their titles has led to a good deal of pressure on Project "B" to establish a parallel alphabetical subject catalog or even a dictionary catalog. The dictionary catalog method is undesirable with such large quantities of cards, but there

is no good reason why a universal subject catalog should not be established except means. It was urged at one stage that it be started and run parallel with the author finding list, as the Brussels Institute carried on its classified section, but the attempt, like the bibliographical catalog, had to be steadily resisted because the budget was barely sufficient for the union finding list and the subject catalog would not merely have doubled the cost but multiplied it three or four or even ten times and have left the finding list correspondingly unfinished. This, like the bibliographical author catalog, is in fact not strictly a library catalog at all. Its purpose is not to find a book but to find the title of a book. However useful, it belongs to bibliographical science rather than library science. In any event it is an expensive project and is not recommended as a part of this group, to which it logically enough belongs, until the more vital library projects have been cared for. It is, however, fully recognized as useful and Project "B" has been able to make extensive by-product contribution to it which can be utilized when the project is financed, simply by saving its duplicate printed cards when these are weeded from the Union finding list. In this way there will be perhaps a million cards besides the eleven hundred thousand printed cards of the Library of Congress to serve as a basis for the Union subject catalog when this project is ripe and a rather good tool could be made of this at any time at relatively little expense by simply writing on the subject headings as given on these cards and filing. This would be added to automatically by the second cards of libraries which contribute two cards and most card printing libraries would doubtless be glad to join in this.

Up to this very simple point it would be worth financing, if it can be done without interfering with the carrying through other more vital projects first.

Beyond this point the catalog could probably be best carried forward by short title copying of a few of our best dictionary cataloged libraries or by a synthesis of titles in the "special collections," or both.

10. A UNION FINDING LIST OF MANUSCRIPTS IN AMERICAN LIBRARIES.

The second major project of the original resolution of the council was for a Union list of manuscripts available in libraries throughout the world. The first sub-project in this is for manuscripts in American

libraries. This has now been again sub-divided into Western and Eastern manuscripts.

The Western manuscripts of such a list have lately been provided for, not however by Project "B," but by a special project under the direction of the brilliant French short cataloger, M. de Ricci, with the advice of an American committee and with means of $35,000 for an estimated 20,000 titles, exclusive of the printing.

Project "B" will rely on inheriting or copying cards from this project, for its western titles, as it has relied on separately organized projects for periodicals and government serials, in the matter of printed books. Like these, however, the project for manuscripts needs extensive supplementing, perhaps more supplement than original.

Eastern manuscripts are the harder and, including cuneiform tablets, much the larger part of the problem. Oriental manuscripts are far harder to handle than Western and probably number not far from the 20,000 estimated for Western manuscripts, while known tablets number certainly twice this and experts expect this number to be multiplied by ten and possibly even by one hundred within a few years.

Whatever happens to the problem of the cuneiform tablets, the vellum, paper, palmleaf and other manuscripts which might be handled by Project "B" in the simplest methods of photostating or short title typing or handwriting should be considered at once in order to follow along parallel with the Western manuscripts project.

The cuneiform inscription problem, too, ought at least to be studied, at a very early date, precisely because of the expectation of vast increase in the near future. Whether this problem is to be solved by photographic means or by transcription it should have early diligence. The work of Prof. Chiera on the Princeton and other collections has shown, or at least introduced and suggested, what might be done, with tablets, while the admirable work of Dr. Randall with the Hartford Arabic manuscripts, and that of Prof. Enno Littmann, in another short cataloging method, with Princeton Arabic manuscripts, have shown the great possibilities of applying to Oriental manuscripts that simplification for finding purposes with which Project "B" has been chiefly concerned.

Two years ago a method and staff for Arabic manuscripts was partly worked out by Project "B" with an expert and operations arranged under active direction by this expert during the summer and by an all year assistant suggested by him. Whether this project is to be recommended for immediate promotion in the A.L.A. plan is a question of perspective with other catalog projects.

The important matter of the cost of relative methods will be more fully discussed under Project 11, which is one of the two projects recommended at this time for first attention.

11. A UNION FINDING LIST OF MANUSCRIPTS IN FOREIGN LIBRARIES.

The A.L.A. plan project for a finding list of "manuscripts available in libraries throughout the world" has, like the project for printed books, been divided into two: American and foreign. The former has been discussed under Project 10.

Foreign manuscripts, like American are again divided into two projects, Western and Oriental. As with American so with foreign; if all cannot be done, Western should be done first and, if not all Western, then Latin alphabet manuscripts first.

As long ago as 1884 your chairman discovered from personal experience in the library use of manuscripts that a modern union finding list of codices was a desideratum of first importance for eliminating the wastes of hand-picking search. During the next few years, working on three lists of manuscripts, he came to the conclusion, confirmed in repeated later bibliographical tours, that, on the whole, no library service tool for modern research work would add so many efficiencies and eliminate so much waste per dollar of investment required for its making as such a list and he has accordingly made this a main specialty in A.L.A. cooperative work, having made a thousand or two visits to European manuscript collections and having spent several thousand hours in them, chiefly over three groups of manuscripts for publication of from 90 to 150 mss. each. This was done with the encouragement of his library superiors as a matter of library self-education and research in librarianship in order to get and serve manuscripts to library research workers and aid them to their use of manuscripts at home and abroad.

In the A.L.A. although of course this had not bulked large among other association activities, he has naturally taken special responsibility in the promotion of these matters and particularly of course, the Union Catalog of manuscripts, especially after the Committee on International 1900/ Cooperation was formed in ~~1899~~ under his chairmanship.

In the early years of the Carnegie Institution when classical scholars tried to get $25,000 a year for three years for such a project, he did what

he could to present its value.

Again in 1905 he took the opportunity of an A.L.A. presidential address (at Portland) to present the matter as a major need. In the working out of the A.L.A. plan project, he has again naturally made it a major care and has gone over the matter with several of the leaders of European short manuscript cataloging (Omont, Mercati, de Ricci) studying the best methods of short cataloging but more especially the economies which might bring such a catalog within the limits of reasonable solicitation for means.

He presents it therefore, now, with special assurance, not as an expert palaeographer (which he is not, in the sense that these other men are) but as an expert student and promoter of library service, specializing in the practical management methods for manuscripts, with a modest palaeographical experience garnered in the field of short title listing, and the teaching of palaeography during 25 years to graduate students from the highly practical point of view of guiding them to their manuscripts and the aids to manuscript study in such way as to spare them some of the wastes of his own early experience.

What these wastes are can best be indicated correctly by a sketch of the three projects for lists which formed the thread of his own research studies and opened his eyes to the surprising wastes of the present situation.

1. Clementine Recognitions. A list of the latin manuscripts of the Clementine recognitions—the first Christian novel, and indirectly a prime source for the question of St. Peter at Rome.

In 1884, with the encouragement of the President of Hartford Seminary, the librarian took a four months trip for the study of the methods and books of European libraries and booksellers—especially the books and methods not then usual in America. This included, of course, naturally, manuscripts.

A little talk over the Harvard manuscripts with Prof. Ezra Abbot ex-librarian, and facile princeps among American textual critics, gave a certain start. Looking around for some work that needed editing, with manuscripts few enough to be visited in a single summer, the Clementine Recognitions was recommended as needing textual editing badly, being based on only two effective manuscripts at Leipzig with previous French editions which had used perhaps half a dozen manuscripts.

This looked manageable but before starting s special list gathered and printed by de Lagarde yielded more than twice the total number of manuscripts hitherto used. To discover so many was rather a damper but as manuscripts were located mostly in groups, it looked not impossible—and it was too late to change.

Beginning at Paris, however, with the even then splendid and now unique collection of catalogs of manuscripts, union and individual, it soon became clear that the score or less titles so far gathered was only a beginning.

A few years later Prof. Fritzsche of Zurich who had prepared an edition of this work for the press with 17 manuscripts, was surprised to learn that 65 manuscripts had then been visited.

When the list was printed by Professor von Harnack in his Altchristliche literatur it had substantially increased and when finally on request of Professor von Harnack the list was turned over, with its accompanying material, to the Berlin Academy for the use in preparing its edition for the Berlin Corpus, it numbered over ninety items of which perhaps 85 had been examined personally.

II. *Hieronymus. De viris inlustribus.* Clement being rather long for adequate collation with so many manuscripts, a second thesis was taken in Jerome's Lives of Ecclesiastical writers, a bibliographical work with a continuation by Gennadius.

The current Teubner edition was founded on some half a dozen manuscripts, some used at second hand. Hardly more than this has been used in any of the previous editions.

When the list was finally published by von Gebhardt in the Texte und Untersuchungen, 118 manuscripts had been personally studied with test passages.

III. *The Legenda Aurea.* Later, more as a recreation than as a serious study, memoranda were made of manuscripts and editions of the Golden Legend of Jacobus de Varagine. No effort was made to make this list exhaustive but short title descriptions were taken and test passages collated of such manuscripts as existed in libraries visited for other purposes and when surplus time was available.

The stemma of these manuscripts, printed for the use of library classes for the study of this maximum method in manuscript description (the stemma, describing a manuscript in its genetic relation to all other manuscripts) included 65 manuscripts, and revealed through its bibliographical data two rather important facts in literary and historical criticism.

One of these showed that none of the somewhat Rabelaisian chapters found in some manuscripts and sometimes printed as by Varagine, which have been the ground of attack on him, are in fact written by him.

The other showed that in the familiar idea of signing away ones soul to the devil which was introduced into the Faust story by the Legenda

Aurea, the signature in ones own blood (suo proprio sanguine) which was in fact very widely spread through the popularity of the Golden Legend, was not in fact introduced by Varagine at all, but by a French copyist in or near northern France although during the lifetime of the author. It exists in a large number of early manuscripts but these all belong to a well defined group written in the north of France or its neighborhood.

It may be estimated, 1. that a good full year of research time was wasted in these three theses which would have been saved by an adequate modern union catalog of latin manuscripts, 2. that union catalogs of Greek and oriental literature would have revealed very many more, perhaps many more valuable, manuscripts, of various branches of the Clementine literature: Recognitions, Homilies, and the many epitomes and their translations, all of which go to support the text of the Recognitions and many of which help to unravel the complicated problem in higher criticism which reaches back to the question of St. Peter in Rome.

If such rather slight and highly bibliographical studies can give such real if modest historical results, what might not be done if half a man's travel time could be saved and his sources often doubled.

As a matter of fact the casual by-product of such mere listing of manuscripts is considerable in the way of minor discovery and the discovery of clues (e.g.writings known to literary history but which have disappeared like several of Varagine, and the collected works of a writer mentioned in Trithemius but not known to moderns). A union catalog would certainly reveal many such.

The primary purpose of such a catalog is, however, the library finding purpose, first to save the American scholar from unpleasant surprises as to the quantity and distribution of his manuscripts, and second, to spare a multitude of fruitless visits and especially to plan out a bibliographic tour so as to retrace ground as little as possible.

The Union Catalog of manuscripts is no new thing. It existed before there were printed books and the manuscript of one of these at least, still exists. M. Omont has gathered, at Paris, more than forty different printed Union lists of manuscripts. Among the most familiar are those of Montfaucon, Bernard, Haenel, Migne, the French departments.

It is within bounds to say that there are few waste eliminating methods in library service so well recognized or so much practiced as the Union Catalog of manuscripts.

The commonest guess as to the number of western manuscripts to be introduced into a new union list was, a few years ago, half a million. Now

the guess is a million. This is partly the discovery of previous underestimate, and partly the great emergence of manuscripts in recent years from private to public repositories.

It has long been rather a puzzle to know why a matter of such obvious utility as a list of mss. should have been allowed to stand still, while centuries of good research time have been wasted, meantime, for its lack and myriads of small betterments and undoubtedly some rather important discoveries missed.

In the light of recent experience with the Union Catalog of printed books, and discussions with European manuscript catalogers, it is rather clear that delay is chiefly because of the insistence on "full" or bibliographical cataloging rather than finding cataloging.

A unit cost of entry of manuscript cataloging is the size of a piece of chalk. Actual projects accepted by the research endowments range from $1.75 to $33.33 per unit and projects responsibly proposed for them by competent catalogers range down to $0.75 to $0.15 and even lower.

Even the $1.75 of the de Ricci project for American Western manuscripts is a good deal to ask for a million manuscripts and the $33.33 of the project for Princeton Oriental manuscripts is evidently out of the question. de Ricci's estimate for the American manuscripts was, however, only $0.75 which is still a good deal to ask for in a proposition of a million units. It is, in fact, five times what de Ricci has suggested as reasonable and even that more than he has suggested as possible and useful. Fifteen cents is perhaps as much below a reasonable minimum as $0.75 is above but it might be reasonable to ask for the odd thirty cents of the Princeton standard as mediating between .15 and .75.

It must be said, however, that the $0.15 standard of de Ricci is for manuscripts close to the $0.04 unit for a 6,000,000 title union catalog of printed books and would gather the great bulk of locations so far as they can be gathered in bulk, leaving the gleanings which call for much travel for a few items, to be picked up later by cooperation of libraries and scholars traveling for other purposes.

It is more or less immaterial whether the catalog is printed in the two line, more or less, form proposed for the American manuscripts, or the title a bar cumulative method which was formerly proposed and used by your Chairman for various projects, but was not quite as beautiful or convenient as the short line. Time has however not shown anything else that does the work and he inclines strongly to return to the inexpensive method of the Collections on European History and the Writings on American history as

good enough for Index and Finding list cataloging and the only method which will bring cumulative methods within possible means for such enterprises. "Periodical articles on Religion" with 60,000 bars twice used and the Princeton University Catalog with 236,000 bars twice used have shown that this linotype card catalog can be used with extraordinary economy, over moveable type methods, even over the very cheap and excellent results of the de Ricci press.

Your Committee would of course consult again MM. Mercati, Tisserand, Omont, de Ricci and the rest about this and other details. The form manuscript entry suggested in print would be modified by the recent extension and admirable short cataloging practice and experience of the Vatican library.

It is not best or necessary to fix these details before initial experiments. In general we incline, however, as before to,

1. Latin alphabet manuscripts first,
2. In one bar title (100 letter, Vatician rules) finding list,
3. By libraries and
4. Cumulated by authors.

Such a method is simply to make the index before the book. It does not prevent making the book afterwards if the centuries of time and four to forty dollars per title are forthcoming.

It is not surprising that Cardinal Ehrle, a prince in bibliography, as in the Church, shrinks from publishing anything but the most dignified and accurate work. And if he is willing, as he is to show his usual fine graciousness in deferring personal taste to recognized needs of service, by accepting the principle of the inventory first, it ought to be possible to get the principle of finding put before the urge to bibliographical research generally and get the tool we need. If we do, it is pretty certain that it will not only save students centuries in finding their manuscripts but will reveal more lost literature and more odds and ends of unexpected theses in historical learning, than ten times the time and money spent on the bibliographical essay type of cataloging. As a matter of fact, it will doubtless develop as by-product far more material towards a full cataloging catalog than the same amount of money spent on direct bibliographical research would furnish.

As has been said above and often said, there is almost no imaginable tool which for the money will save to American research students so much time and travel money.

As a matter of fact it will save European scholars even more for some

time at least. Their journeys per capita are fewer and shorter and their borrowing methods much more efficient—but there are vastly more of the scholars. It isn't therefore a narrow American-only usefulness, but one of the things which multiply usefulness to others as a by-product.

In speaking of this matter hitherto, it has generally been hoped that the organizing might be centered at the Vatican. Quite likely the work will be best done at a number of centers thereby reducing travel.

Probably, but by no means certainly, cumulative printing could best be done in America—probably in Washington, but perhaps not in a government building.

There seems no reason why editing, too, should not be done at Washington, more especially now that the American project is gathering apparatus and experience.

The work could probably be pushed rapidly. Most of the work will be compiling rather than independent and could use young graduates. M. de Ricci, if he should cooperate, could certainly get quickly such a group from the Ecole des Chartes. Such a group could, a few years ago, have been easily gathered at Rome—and certainly still an excellent one could be had at Munich.

It was always hoped that we might be able to do quite a large bit of this work by the organized aid of American traveling fellows in various branches of studies who would take a look at and report on any small groups of manuscripts they might get trace of in out of the way places, and incidentally propagate the habit of looking at manuscripts by American students.

All this is, however, detail, better not fixed until preparations can be made with definite means in prospect with which to make responsible arrangements.

12. PROJECT FOR DEMONSTRATION EXPERIMENT IN GENERAL LIBRARY COOPERATION IN THE FIELD OF RELIGION.

The original statement of this project made for the use of the Committee is the volume entitled "General Library Cooperation and American Research Books." The outline of the project is contained in the preface and the remainder of the book is a collection of papers, printed from time to time, which enlarge on various aspects of the matter involved. The preface, Oct. 5, 1929, is substantially as follows:

"The essential factor and necessary basis of this project has been provided for in the Union catalog of the Library of Congress.

Thanks to this it is now possible to carry forward, with system and economy and in a wholesale way, matters of cooperative selection, acquisition, extension of the published card system, cooperative classification, perhaps, and other elements of profitable cooperation recognized in library discussion as waste eliminating elements, with great practical possibilities. Some of these are unmistakable and only need carrying out, others still need a feeling out in demonstration experiment. . . . .

At this stage of the development of the plans of the Committee it has seemed highly useful to develop a demonstration experiment in some field, all along the line of choosing, getting, storing, classification, printed cards and analytical cataloging, as well as union inventories, and information service.

It happens that matters are peculiarly ripe for such an experiment in the field of religion.

Owing to a certain apathy in the religious world for a generation following the beginning of the movement for the reorganization of libraries in the American Library Association, no strong demand was brought to bear on the great research libraries for reorganization in this field of religion and naturally the work was put off until the last. This, of course, affected the Library of Congress like the rest. It was bound to supply active demand first. The result was that it is only this year 1929 that the Library of Congress, with classification published and books classified, is in a position to take up recataloging and publishing satisfactory cards.

Meantime a good many theological libraries have made brave efforts to keep up with the library times, and ahead of the religious times, in reorganizing methods. Some of these, in spite of apathetic backing, are among the livest and best, except as handicapped by the lack of published classifications and printed cards. This lack has, however, been a real handicap and as methods of reorganization have more and more tended to depend on and revolve around these factors, an attitude of waiting for these has developed. Theological librarians have more and more hesitated to urge on their trustees expensive processes of reorganization likely to need repetition within a few years. Librarians of the great general libraries have felt the same hesitation.

The net result is a certain backwardness of religious libraries in organized service which is not the fault of the librarians nor yet of the Library

of Congress, but which yet creates a situation well suited to experiment in effective remedy.

It might be possible, now, precisely because the delay makes it possible, to apply the maturest experience of other libraries to produce in a short time a complete reversal of conditions by which the religious libraries instead of being the most backward should become leaders and offer a model of applied modern method.

Meantime, too, the religious world has been waking up amazingly. This manifests itself in book production and in increased pressure on the libraries for service. The change in ten years is marked. The apathy of thirty years ago has vanished.

It is possible, therefore, at this juncture of matured methods and increased interest that means should be found for an effective application of cooperative methods in all fields.

The theological librarians have themselves been showing a new activity in reorganization and an aggressive spirit. This spirit has been exhibited in many ways and especially in a meeting of theological librarians at Union Seminary in New York, in connection with a meeting of the Eastern College Librarians a few years ago, to consider the situation.

It was recognized at this meeting that standardized cataloging and classification, with published cards, lay at the base of the problem and that standardized subject headings followed close after standardized author entry as the most necessary element of cataloging.

Union Seminary quickly followed this meeting by an important contribution to the matter in the publication of its classification with its index and list of subject headings by Miss Pettee.

Another useful contribution to the first essential was a joint alphabetical subject index to several of the leading systems of classification in Religion.

Finally a most important contribution to the practical problem itself, and a useful factor in a demonstration experiment, has been made, in the approval by the Librarian of Congress of a plan of the chief cataloger to organize a special project, different from the regular cataloging routine and supplementary to it, for the recataloging of religion. The ordinary accessions in religion will be cataloged in routine by the regular staff, while recataloging will be done by this special project staff, with peculiar reference to the wants of religious libraries generally, selecting the most wanted books first and welcoming cooperative copy from other libraries. The cards will be printed in the special series already used

for contributed copy. All higher bibliographical cataloging will be left to the main staff. Three expert cataloger positions have been allocated to this project and operations will begin in October 1929 or soon after.

In preparation for this, lists of books have been gathered, first of best books on religion, then of books common to most of the great theological collections. These are guides to first attention for printed cards. They are already fairly extensive. . . .They wait on more funds for a really adequate experiment, but as far as they go they serve.

Another first class contribution to the concrete experiment has been the ability of Project B of the Library of Congress to shape its regular work so as to contribute largely to these lists as a simple by product of its regular operations on the Union catalog of books. Its Union catalog of special collections is also automatically a concrete factor of basic value in cooperative choosing, getting and information service.

Altogether the concrete factors provided for and in operation are sufficient to insure an instructive experiment, although rather extensive funds will be needed if a full rounded result is to be produced illustrating what might be applied to all fields.

The project is, thus, like Project B before the gift of Mr. Rockefeller made it adequate, not a scheme or proposal merely, but a going group of operations into which are organized such factors as have concrete existence and operating means. For highly effective operation, larger results and extension to include other factors, it waits, as the Union Catalog did, on more means. . . .

The main factors are so well accepted in principle by the library profession that nothing remains but the will and the way to do. It will be the work of the Committee to consider and invite suggestion from the libraries concerned as to the perspective values and the order of attempting.

The plan for a general demonstration all along the line does not mean that every scheme of cooperation ever suggested should be put in operation and still less that more lines should be invented. It means only that lines of obvious service and well recognized should be attempted as soon as possible, leaving the fringe of suggestion to be evolved from and during the experience of applying these.

It is notorious to those who have been long occupied in such projects, that however well matured the methods and routines, they rapidly develop favorable variations under actual application. For this reason a real demonstration experiment in some field will be a real economy to all. . . .

Some of the matters which have emerged as matters of going and proposed cooperation, only needing organizing and means, are the following. They are not a project nor intended to cover all the recognized topics. They are simply suggestions to the Committee and to theological librarians of matters which should have early consideration in any project for a general cooperation in the field of religion.

1. *Choosing.*
   (1) Wholesale choosing by the acceptance of specialties by the libraries. (Operations based on Catalog of Special Collections, but calling for high class personnel. Should be handled by Project B. Section II but calls for special means).
   (2) Lists of best books.
   (Best handled by Project B. II. More means).
   (3) Special lists of current foreign books.
   (Card printing. Special project. More means. Also Project B. II).
2. *Getting.*
   (1) Purchase in specialties (independent action).
   (2) Cooperating with Project B. in getting sound books not in any or not in six (seven) American locations.
   (3) A clearing houses of duplicates (operated by Special Collection staff).
   (4) Systematic production and location of photostat copies (Project B. Section II).
3. *Storing.*
   Vast quantities of books are now stored at from one to two dollars per volume, which are useful but only on rarest occasions, and might be quite well destroyed or distributed to other localities if one or two copies were in locations known through union catalogs.
   (Union catalog sufficient machinery but personnel and expenses considerable even under simplified methods. Best tool real Union catalogs as distinguished from the Union finding list of unusual books. This links, of course, with a duplicate clearing house).
4. *Classification.*
   (First line concrete effort application of Decimal (Dewey) numbers to printed cards. Method organized, means only lacking).

5. *Cataloging.*
   (1) Printed cards (as above. Libraries furnish copy for selected titles).
   (2) Union catalog (not Finding list) of at least a dozen of its best theological collections.
   (3) Union Catalog of unusual books. (provided for in L. C. Catalog).
   (4) Union analytical cataloging. (Provision of cumulative indexes, Wilson method to unload card catalogs).
6. *Using.*
   (1) Reciprocal admission. (General practice).
   (2) Cooperative lending and borrowing. (Union Finding lists chief basis).
   (3) Research information, typing and photostat service. (Promoting aids, and guides. Largely Project B. Section II work) . . ."

Out of this group the most mature matters are; the Cooperative selection of books, Cooperative purchase, Cooperative cataloging.

These projects are known in the A.L.A. plan, and fully discussed in the previous sections, as:

Project (6) The cooperative selection of books, a project to add to the Union finding list the most used books first,

Project (5) The cooperative purchase of books not now in known American locations.

Project (7) Cooperative cataloging with published cards: A project to add to published cards by cataloging the best books first.

It may be added that projects 10 and 11 are also major contributions to the solution of the research problem in the field of religion. A very large fraction of all codices are religious.

A - Project (7). Cooperative cataloging is the beginning and main point. Theological libraries have hitherto been badly supplied with cards. They have now a right to special attention. The inability to reorganize is holding back necessary extension.

It has been shown that the gains and savings to libraries through the use of these cards are enormous. The libraries cannot afford to wait longer.

At the same time it appears that in the most expensive element of the problem, original cataloging or providing copy for printer a large part of the problem has already been solved, first by the cards of the Union

Catalog, printed by the various card printing libraries and, second, in the fact that there are perhaps a dozen theological libraries cataloging on the general standard of the Library of Congress, whose routine cataloging might furnish most of the rest—and with a little organizing practically all.

This leaves only the one moderately expensive factor of actual printing.

By doing first the titles likely to be most wanted, it is hoped to get in print soon the very best titles and to reach the best 100,000 (with the aid also of Library of Congress cards) within three years.

The Committee is seeking $25,000 a year for three years for this aspect of the project.

B - Project (6) Selection has progressed to the point of:

a. A synthesis of the bibliographical references of several of the best modern theological encyclopaedias and of the books on best books—Sonnenschein, Hurst, etc. etc. This contains perhaps 200,000 references to 100,000 titles—more or less.

b. A synthesis of forty five of the best select bibliographies on Comparative religion. This contains about 14,000 titles.

These select lists serve both for purchase and cataloging guides.

The material has cost perhaps $3,000 so far and the Committee is seeking $10,000 for this factor, including the recouping of the money already expended. This seems perhaps on the face, a good deal compared with the $3,000 for the basic college library book project but it is only $0.10 per title of results and less than $0.03 per card of references.

C - Project (5) Purchase. The compilation of the select list on religion and the use of the Union Catalog to cross check it has shown such appalling lacks in our locatable material in this field as to suggest a really comprehensive effort at cooperative import purchase in this field. Some instances of this poverty, even in regard to the most used books, have been given under the discussion of project 6. Since that was written and while this section is being written, a list of inquiries for the location of some thousands of writings by Capucin writers has been received by Project "B". The first 181 writers have been searched and not one work found in the Union Catalog—at least not under the entry given, although a few will doubtless be found where entries are adjusted to library usage. It may be said that this shows how far short the Union Catalog still is of having gathered all the works now in the country and this is true. A better gleaning of theological libraries will certainly reveal some, perhaps a good many, but searching will be slow and the results doubtful, and the chances are

that 90 percent are not in this country at all. They must be imported.

To those working in the atmosphere of the problem of demand for unusual books, this list, sent by Father Austin of St. Fidelis Seminary, Herman, Pennsylvania, is a spectacular demonstration of the Union Catalog thesis. They are books actually asked for and wanted—and not found.

Moreover, the case is not at all unique in this immediate field. Your chairman has had occasion to refer in the Association meetings out of personal experience, to a similar situation in the literature of the great Dominican order, not quite as sweeping but showing a very high percent lack in books of great research importance and really quite as bad because of the many important books involved. The situation as to many other religious orders is doubtless quite as bad.

While this page was being written a letter from Dr. Bishop states of the Union Catalog that in spite of the 5,000,000 titles now reached "our appeals to it are generally unsuccessful. . . in about one third of the cases in which we write to the Union Catalog we fail to find any location for the titles we need." Whether these books simply have not been found or do not exist in this country, the net fact is that University of Michigan workers do not have them for use—and they have every right to have them somehow.

The situation is the more aggravating in the fact that these books are not now very expensive. They are, of course, not often in demand but they certainly have importance for those who wish to use them. One, or at most, two copies, in known locations would probably satisfy demands well enough but until there is at least one copy, American research needs are not decently provided for, while, on the other hand, there are endless unnecessary duplications of no better books at greater cost.

The evidence is fast growing that there are more books in this country than was estimated (but not than was suspected). It was never supposed that six million titles would cover them. The reasoning was that at this point cooperative purchase could be organized on a like scale because if a book was not then in the Union Catalog, the chances were that it might be purchased without feeling that an undue number of copies for American needs were being wastefully introduced.

The fact that religion lacks such multitudes of the older books makes it a supremely fertile field for applying wholesale purchase methods to advantage experimentally. It can be done now as it never could have been done before the Union Catalog was well advanced and it probably

can never be done twice, with the same efficiency. The psychology of American book buying is such that one sale begets another. The more copies we have, the more we buy and the more we pay for them. Witness the mania for duplicate periodicals and incunabula! In view of the experience of the Union Catalog and for the sake of other sciences, it would seem that your committee is justified in urging a really large try-out of this field in the cooperative purchase of the one (or two)-copy-only type of books in an effort for a maximum increase of titles with minimum duplication and unnecessary competition.

As a matter of fact not many of these books have yet got into the mob of advancing prices which is constantly engulfing some new type of books. Those who can remember when one could buy "five hundred incunabula for $500" and followed this to 1520 and then to 1550 and have seen old medicine, old science, the humanists and curiosa of a hundred kinds skyrocket, will not expect books by Capucin or Dominican writers to mount in the same way, but they will be perfectly sure that scores of unknown groups of 17th and 18th century books that can now be had for under a dollar will soon be running to three or five times this amount.

Nothing could be a surer commercial, or service, gain for the libraries than to provide for the cooperative acquisition of all inconspicuous titles before 1800, in one copy only, when they appear at really inconspicuous prices, organizing these in the most inexpensive style for lending, and publishing a cumulative index finding list of them.

American libraries need never worry about conspicious books. American collectors are seeing to that on a large scale. If they pay through the nose for them, that is no concern of students. It is a part of the game. Dealers have to work for it and deserve large gains. Neither scholars nor librarians have any call but to be grateful to both collectors and dealers. It is no concern of theirs even if a collector gets duplicate Pine Vergils, miniature Horaces, first folio Shakespears and sundry incunabula by the score or hundred. It is all to the good of American book stock and a relatively profitable recreation by men who can afford it to produce this expensive increase of national goods.

No concern either ought to be had in the matter of the most obviously and frequently useful books. This, too, will take care of itself with means already in sight. Research libraries spend at least five or six million dollars a year for such books and are improving stock fast. It is true that the Union Catalog revelations of the gaps in "best books" at present are startling but means for remedy are ample. With a huge body of rank and

file books, however, this is not the case. We are not likely to get them until they are asked for by users or are offered at high enough prices to make them seem worth buying to our conventionalized idea that price is a cue to value.

If only some of the large scale givers could understand how really important multitudes of these inconspicuous books are for real work and how great the inconvenience and expense of buying them at the time when they are needed, some one would certainly back to the limit an effort to get for the Library of Congress, or a special depository or group of depositories at least one copy of all the less aristocratic books printed before 1800. Probably no money that could be put into libraries in the next few years would do so much library service as any necessary amount to reach to one or two copies only of all such inexpensive books.

This is not guess work but is supported by the results of half a dozen experimental purchase trips by and for the information of this committee in its study of the problem of research books. The results of these Committee experiments are at the disposal of the Executive Board.

The latest of these was on a tolerable scale but a real demonstration wholesale scale is to be desired and could be produced to great advantage in the field of religion.

Most of the older printed books are in the field of religion. There is a real opportunity to develop cooperative purchase, storage, cataloging and inter-library lending in this field with a maximum gain from waste elimination and increased efficiencies.

Unfortunately, however, the theological book buying budgets are pitifully meager, and the number of books enormous.

It is the belief of your chairman, after studying the library side in visiting thirty or forty typical theological libraries and studying the bookselling end in many bookshops, that the Executive Board cannot do better for American research work than to encourage a large scale cooperative purchase experiment by or for theological libraries;

1. Of best books not now accessible in a reasonable number of copies, to be undertaken by cooperation of the libraries themselves on going budgets, but with grant for organization.

2. A systematic attempt to get into American libraries at least one copy of all inexpensive religious books published before 1800.

The question of where wholesale purchases should be located is a serious one. We have hitherto been proceeding on the notion of the distribution of storage among the special libraries and the principle is still

quite sound except as to least used books. The farther the matter develops, however, the more evident it is that in the least used books, where the local use would be an extreme minimum, there is no gain over central storage and that the best method of cooperation would be a great storage collection or collections such as is shadowed by the reserve duplicate collection of the Library of Congress and of Harvard. No doubt these very collections could be used for the purpose. The common sense solution would be to have such depository collections developed in several localities and to secure adequate endowments for making them as complete as possible. Like so many other things which can be done by direct cooperation and must be attempted in that way if provision cannot be made otherwise, this would be still better done by financial cooperation and organizing the least used books in a few localities—rather relieving the storage situation of all libraries by transferring their little used books than making it harder by introducing as a cooperative duty the storage of a considerable number of similar books.

The carrying on of the operations of this Project must in some details be at the Library of Congress in the neighborhood of the Union Catalog and of the card publishing systems, but others can be much better done in the neighborhood of the great theological libraries. They have in fact been carried on so far, as field work in Union Catalogs, with a small staff, especially summers, at Princeton University Library where some building space was long ago set apart by the authorities for inter-library cooperation work.

Workers here have a dozen of the best theological libraries in the country within an hour or two motoring.

Your chairman has no particular reason to hold a thesis for Princeton Theological Seminary with which he has never been connected, but as a practical matter of cooperative effort it seems to him that if the matter of a great theological research collection cannot be organized at the Library of Congress, there is much to be said for approaching the trustees of the Princeton Theological Seminary or the most excellent New Brunswick Theological library with reference to the matter of founding nearby a great depository library on simplest lines because either is an excellent working foundation and both are in the best situation possible for operating a cooperation between the theological libraries of New York, Philadelphia, and neighborhood, i.e. the greatest mass of active material in America.

The place where operations are conducted is, however, a detail. The

point is, if possible, to apply all the repertory of cooperative methods, which the A.L.A. has been diligently developing this long time, to this needy and ripe field, on a scale to give a consistent, adequate result for the research needs in this field and to test their efficiency for all fields.

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